



Business Services  
Organisation

Providing Support to Health and Social Care



# Annual Quality Report

2019 - 2020

## Contents

1.0	FOREWORD FROM BSO CHIEF EXECUTIVE .....	2
2.0	Introduction .....	4
3.0	Summary .....	7
4.0	Transforming the Culture .....	8
5.0	Strengthening the Workforce .....	13
6.0	Measuring the Improvement .....	25
7.0	Raising the Standards .....	35
8.0	Integrating the Care .....	41
9.0	Conclusion .....	47

# FOREWORD FROM BSO CHIEF EXECUTIVE

Welcome to the seventh annual Quality Report 2019-20 for the Business Services Organisation (BSO). During 2019-20, BSO successfully continued in its mission to provide high quality, value-adding business and specialist professional services to our partners across the Health and Social Care Sector.

There have been many achievements, successes and developments over the course of the past year with BSO staff continuing to strive for ultimate quality in the delivery of our services. A selection of our quality achievements from 2019-20 are highlighted within this report.



The final quarter of 2019-20 was marred by the unprecedented challenges that emerged as a result of the Coronavirus (COVID-19) pandemic. This situation brought about many additional challenges and radically altered the way in which the majority of our staff operated across the system on a day to day basis.

Throughout the initial outbreak in March 2020, we worked hard to ensure core services continued to be delivered, with the prioritisation of critical services being delivered. Many service areas moved into Business Continuity mode during the outbreak. In particular our Procurement and Logistics Service (PALS) experienced a surge in activity to ensure essential supplies and equipment was available to the clinical and non-clinical staff across HSC. During this period, the Clinical Education Centre also experienced high demand to train staff for deployment to the front line to support the HSC response to the Coronavirus Pandemic. The BSO IT Services Team also faced a huge demand and continues to facilitate as many people across the system as possible to observe the Government's Social Distancing Policy by extending network services to facilitate staff to work from home.

For some service areas it has been a gradual process at returning to business as usual due to the uncertainty generated by the pandemic.

Despite these challenges, we have once again seen many achievements, successes and developments over the course of the past year with BSO staff continuing to strive for innovation and excellence in the delivery of services.

A positive highlight of 2019-20 occurred with the formal launch of the HSC Values across the organisation. A shared set of values and behaviours provide clarity for all staff, including prospective staff, on the values they should live by every day, and the behaviours expected of them, regardless of the HSC organisation they work for. The HSC Values comprise: Working Together, Excellence, Openness and Honesty and Compassion. They are our touchstone for every interaction we have with each other, our clients, our patients, their families and our partners.

The launch of the HSC Values was followed by our first Leadership Conference in February 2020 to celebrate 10 years of BSO. The theme of the conference was 'Collective Leadership' in support of the HSC Collective Leadership Strategy developed in response to *'Health and Wellbeing 2026: Delivering Together'*. Delegates on the day heard from a range of inspirational health and social care professionals working to promote and demonstrate achievement towards the aim of developing and embedding collective leadership behaviours across the HSC. It was an absolute honour to celebrate, with our staff and Board Members, the achievements of the last 10 years and to look forward to the future.

I am immensely proud of the considerable achievements within BSO over the course of this year. These achievements demonstrate the tenacity and commitment of my staff team despite the unprecedented challenges faced as a result of the COVID-19 pandemic. In this context, it is my pleasure to present the annual Quality Report 2019-20.

**Karen Bailey**

**Acting Chief Executive**

**March 2021**

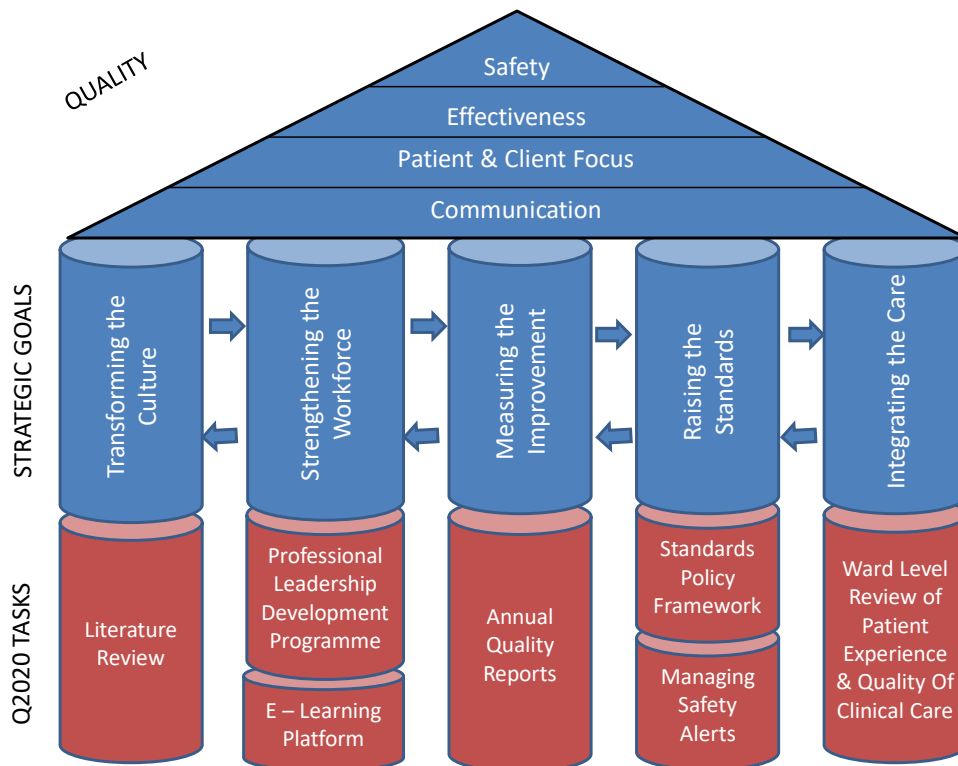
## 2.0 Introduction

In 2011 the Department of Health, Social Services and Public Safety (DHSSPS) launched “Quality 2020, ‘A 10-year Strategy to Protect and Improve Quality in Health and Social Care in Northern Ireland’”.

The 2020 Quality Strategy for HSC draws its strategic relevance from the “Transforming Your Care” (TYC) Review which views quality as a driver for change; the financial climate – doing more with less; public demand – political and media scrutiny; change factors such as demography, environment, scene and social.

The goals of the 2020 Quality Strategy are outlined as follows:

- Transforming the Culture – a dynamic HSC culture focused on continuous quality improvement that values learning and inspires trust;
- Strengthening the Workforce – a workforce that is confident, skilled and quality-inspired;
- Raising the standards – a more robust set of service standards effectively applied;
- Measuring the improvement – an effective set of quality measures and improvement techniques;
- Integrating the care – more effective integration of services and interfaces.



The lead agency for Quality 2020 is the Department of Health (DoH). The Chief Medical Officer is the Programme Sponsor and the DoH Head of Safety Strategy Unit is the Senior Responsible Officer (SRO) for the programme. The BSO is represented by the Clinical Education Centre on the Quality 2020 Implementation Team. The Customer Care and Performance Directorate have responsibility for co-ordinating the organisational approach to quality excellence within the BSO.

The development of Annual Quality Reports is one of the designated tasks under the Strategic Goal of Measuring the Improvement in the Quality 2020 Model above. This is the seventh BSO Annual Quality Report. It documents some of the BSO's achievements with regard to quality excellence and continuous improvement during the year 2018-19 following the concept of the five Quality 2020 strategic goals previously outlined.

The BSO's mission is *"to provide high quality business services which support our customers to improve health and well-being."*

The Business Services Organisation (BSO) was established in April 2009 to provide a range of business support and specialist professional services to other health and social care bodies. These services include procurement, technology support, human resources, legal services, family practitioner services, counter fraud and internal audit. Subsequently enacted legislation also permits the BSO to provide services beyond our Health and Social Care remit. A range of shared services are also provided, including payroll, payments, accounts receivable and recruitment. Our service areas are also supported by a number of corporate teams.

Our Strategic Objectives and Values for 2018-22 have helped us to fulfill our Mission in an increasingly challenging environment.

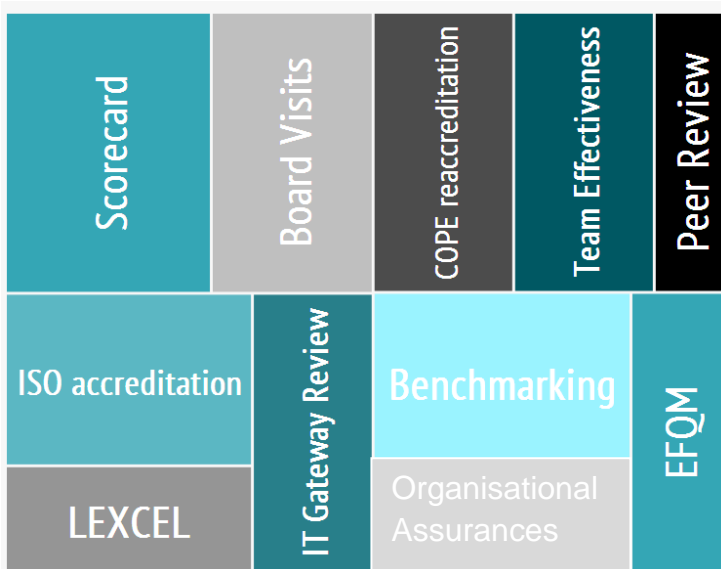
Our Strategic Objectives are the focus of everything we do and for 2018-22 these are to:

- *Deliver High Quality, Valued Services*
- *Develop our Services in Partnership with our Customers*
- *Demonstrate Continuous Improvement through Pursuit of Excellence*
- *Help Our People Excel At What We Do.*

By 2022 we aim to have achieved the following outcomes:

- demonstrated delivery of a High Quality, Efficient Service Offering to HSC, contributing to improved Health and Well-being
- demonstrated our ability to Add Value in Partnership with our Customers and responded to the challenge of Public Sector Shared Services
- embraced Digital Solutions and opportunities to Transform Our Services
- be recognised as a Skilled, Professional Workforce and an Essential Partner in Effective Healthcare Delivery.

# 3.0 Summary - Quality Excellence in BSO

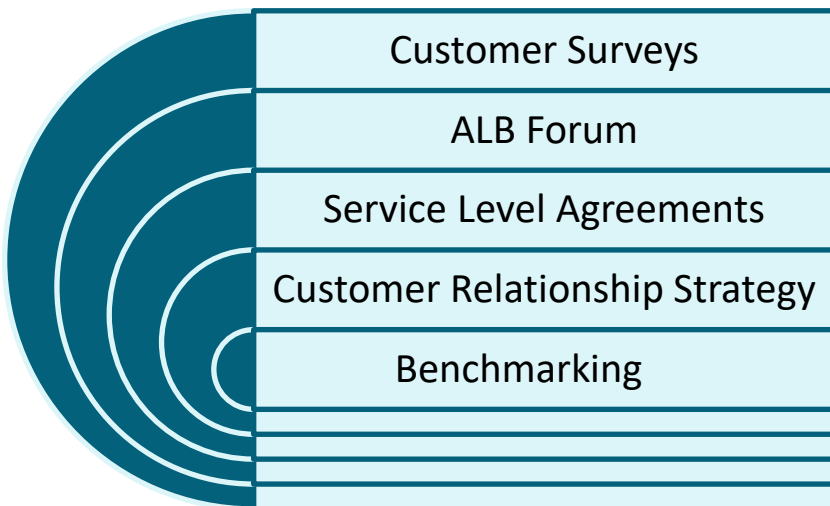


Our processes are assessed internally and externally to ensure their optimisation

We have a range of initiatives to support our staff in the provision of a high quality service



- Staff Engagement
- Business Matters
- Staff Survey
- Learning and Development
- Recognition awards
- Investors in People
- Leadership development program
- Health and Wellbeing strategy



We have built quality into the management of our customer relationships – which are vital to the success of the BSO



## 4.0 Transforming the Culture

The Quality 2020 aim: ***We will make achieving high quality the top priority at all levels in health and social care. We will promote and encourage partnerships between staff, patients, clients and carers to support decision making.***

It is widely agreed that the culture of an organisation is an indication of the quality of its output, in this case, care. In order for the quality of care and services to be of the highest level, the culture of the organisation must be open, honest, transparent and, above all, client-focused.

### 4.1 Our Board

The Executive and Non-Executive Directors of the BSO Board provide leadership for the organisation. Guided by the Minister and priorities set by the Department of Health (DoH), they set the strategic direction for the BSO and are responsible for ensuring that the organisation achieves its objectives. The Chief Executive is accountable to the Board for the performance of the organisation.

The BSO Board and its Committees maintain a focus on quality by discussing performance information, including key quality indicators, on a regular basis. This information is presented through:

- the monthly Corporate Balanced Scorecard,
- the quarterly report on Performance against Annual Business Plan,
- the quarterly Human Resources and Corporate Services Report,
- the monthly Finance Report,
- the annual Service Offering to customers;
- updates on Benchmarking against other organisations,
- compliance with Audit Reports and Controls Assurance Standards,
- updates on Quality Awards and Accreditations and
- the outcomes of the corporate Customer Satisfaction Survey with associated improvement action plans

In addition, the BSO Board has reviewed its Corporate Risk and Assurance Register on a bi-annual basis and quarterly through its Governance and Audit Committee. The Board does this with a view to assessing prospectively risks to quality of services and ensuring that appropriate controls and assurances are in place. Meetings of the BSO Board are regularly scheduled to be held within different venues within the various service areas within the organisation. These visits, together with presentations from the services located there provide a further means of assuring quality of performance.

#### **4.2 Senior Management Commitment to Quality Improvement**

The BSO Business Planning Day took place this year in Antrim Civic Centre, on Tuesday 12th November 2019. The full-day workshop was organised by Customer Care and Performance and facilitated by Paula O’Kelly from the HSC Leadership Centre.

The workshop had the following objectives:

1. To gain a better understanding of the key priorities of BSO
2. To gain a greater appreciation of our customers on how BSO adds value;
3. To explore how BSO contributes to the successful achievement of its priorities; and
4. Be in a stronger position to develop the BSO’s Annual Business Plan 2020-21

Dr Tony Stevens, Chief Executive from the Northern Health and Social Care Trust provided a presentation on the Transformation Agenda project and the establishment of a new Integrated Care prototype within the Trust. Through an interactive session the senior team engaged with Dr Stevens on ideas for collaboration, sharing of skills and knowledge and working more closely through partnership and engagement across HSC to support this new initiative.

The planning day also included a series of showcase presentations from a number of BSO service areas. These presentations demonstrated senior management’s commitment to quality improvement through the showcasing successful service improvement projects and successes gained over the course of the year in areas such as transformation, customer engagement, strategy and performance and automation. This event was an invaluable opportunity for engagement within the

wider senior staff team to celebrate and encourage the range of new ideas that they have been successful in bringing forward.

### 4.3 Quality Culture within BSO

When an organisation has a quality culture all employees have embedded quality improvement into the way they conduct their daily business. BSO, as an organisation, continually strives to ensure that any changes introduced in terms of new systems and ways of working lead to improved quality and experience for our customers. We continually seek new and innovative ways of developing and growing our services and increasing our productivity.

The most recent Feedback Report from the Investors in People Reaccreditation Process states:

*“Plans and efforts to influence positive change in the organisation’s culture are evident. There is a growing strategic approach to talent management to ensure that individuals are developed and engaged; along with continuing work on enhancing leadership capacity and capability. Efforts are being made to engage staff, involve them in decision-making, listen to their ideas, and further empower them to influence and make changes at local level.*

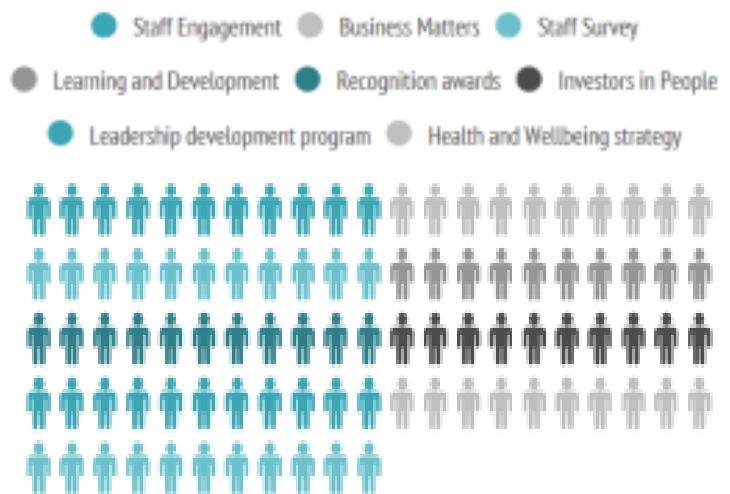
*Continuous improvement activities are influenced by listening to customers and understanding their needs; whilst striving to increase service impact by embracing new systems and technologies; sharing knowledge and information, and finding better ways of doing things. Enhancements to services and organisational structures are ongoing as they continue to develop and grow; in turn service plans are reviewed and adjusted to reflect the changes.”*

#### 4.4 Employee Engagement

The liP Insights Assessment Report (January 2019) also states:

*“As the BSO approaches its tenth year in operation it continues to evolve and there are many encouraging steps being taken to increase staff involvement, engagement and empowerment. However the outcomes are not yet evident in all services, with indications of low morale in some areas. The organisation should reflect on the need to build on its current communication and engagement activities to more proactively influence cultural change across all functional areas and teams. To make this a reality, it is important that engagement remains at the forefront of the organisation’s plans; that communication between staff and leaders is open and honest; and that people are continually informed, having the opportunity to be involved in plans that affect them.”*

We have a range of initiatives to support our staff in the provision of a high quality service.



BSO Staff Quality model

#### 4.5 BSO Cultural Assessment

In February 2020, BSO was the first HSC organisation to undertake a Cultural Assessment. This was conducted by Affina OD and is part of the regional Collective Leadership Strategy.

The Cultural Assessment Report aims to:

- give a clear understanding of the current culture in BSO
- identify the areas of BSO's culture that are working well. This enables BSO to spread existing good practice across the organisation
- provide a clear indication of the areas which require more attention and development in order to deliver a culture of high-quality, compassionate and continually improving care across the whole organisation

Further assessment and analysis is scheduled for 2020/21.

## 5.0 Strengthening the Workforce

*The Quality 2020 aim: **We will provide the right education, training and support to deliver high quality service. We will develop leadership skills at all levels and empower staff to take decisions and make changes.***

The importance of leadership in empowering staff to challenge and change bad practice and attitudes has been stressed both at Ministerial level and by Chief Professional officers. The Minister stated that *“Strong leadership is the key to effecting change and although the future brings major challenges, including effective transformation of services, it also brings opportunities, and Quality 2020 should ensure that we are more ready to deal effectively with the challenges and opportunities that lie ahead and so protect and improve quality.”*

Strong leadership will strengthen the workforce and training can play a major role in this. Quality training will produce quality staff that will produce a quality service.

In June 2019, HSC Leadership Centre successfully launched the HSC Collective Leadership Strategy in June 2019 developed in response to *‘Health and Wellbeing 2026: Delivering Together’*. This enhanced our way of thinking about leadership. A range of quality improvement days were held to highlight the message from this strategy ‘Leadership is the responsibility of all’.

HSC have placed a focus on collective leadership to nurture a culture that delivers high quality, compassionate care and support for the population. The collective leadership strategy aims to equip and encourage health and social care workers, helping organisations to flourish, gain satisfaction and take pride and experience joy in their work.

The HSC Leadership Centre’s ‘Collective’ development programme was aimed at ‘bringing collective leadership to life’ through developing our collective leadership capability across our system and beyond. This exciting pioneering leadership development programme is the first of its kind in HSCNI and is underpinned by the latest research in collective leadership, following the principles outlined in the HSC Collective Leadership Strategy. This leadership development initiative will include leaders at all levels across health and social care Chief Executives/senior managers, middle managers, frontline staff, our clients and service users.



The launch of the HSC Collective Leadership Strategy was launched simultaneously with the roll out of the HSC Values in June 2019. A shared set of values and behaviours provided clarity for all staff, including prospective staff, on the values they should live by every day, and the behaviours expected of them, regardless of the HSC organisation they work for. The HSC Values comprise: Working Together, Excellence, Openness and Honesty and Compassion. They are our touchstone for every interaction we have with each other, our clients, our patients, their families and our partners.



### **Leadership Conference**

On 7<sup>th</sup> February 2020 the BSO hosted its first Leadership Conference to celebrate 10 years of BSO in the Hilton Hotel, Templepatrick. The theme of the conference was 'Collective Leadership' in support of the HSC Collective Leadership Strategy.

The conference had a number of themed talks including:

- Compassionate Leadership within Teams
- Leadership is the Responsibility of All
- Shared Leadership in and Across Teams

Delegates on the day heard from a range of inspirational health and social care professionals working to promote and demonstrate achievement towards the aim of developing and embedding collective leadership behaviours across the HSC. It was a real privilege to celebrate, with our staff and Board Members, the achievements of the last 10 years and to look forward to the future.

Throughout the day, Gavin Oattes from the Tree of Knowledge, engaged the audience in a number of engagement activities helping the day to be both informative and fun!

This conference contributed to helping us to deliver excellence and encourage positive working relationships.



**Pictured (L to R):** Eamonn McManus, Gavin Oattes, Julie Erskine and Mark Campbell



**Pictured:** Professor Dorothy Whittington (Non-Executive Director)



**Pictured** Gavin Oattes (Host)



## 5.1 Health and Well-being

During 2019-20 we continued to focus on enhancing the contribution and development of our people.

A number of Well Being Initiatives were rolled out in 19-20, these included, Mental Health First Aid Training, Smoking Cessation, Personal Resilience training, and a 6 week Mindfulness Course was delivered in conjunction with Inspire Mental Health.

This year saw the continuation of our “Lessons with Leaders” sessions in conjunction with the PSNI. Guest speakers included; Daryl McKinley from Tree of Knowledge, exploring methods to reduce stress and engage your mind.

### Virtual Health and Wellbeing Offerings: ‘Take5 steps to leadership’.

This was a webinar series which launched at the end of March 2020. A series of webinars were designed to support staff with short 30 minute webinar sessions on key topics involving self-care and the importance of engaging with your team whilst working from home. The HSC Leadership Centre also launched series 4 of the webinars and, to date, over 1800 people have engaged in this way. This engagement strategy continues was welcomed by staff during the COVID-19 pandemic.

The HSC Leadership Centre launched a ‘20min Care and Support Space’ programme to all staff in March 2020. The purpose of this initiative was to provide a focused 20 minute safe space for staff to be supported through a guided coaching conversation that was designed to be brief enough for staff to positively engage during the COVID 19 pandemic.

**HSC Leadership Centre**

### 20min Care & Support Space

Virtual support

*A focused 20 minute safe space for self-care and support through a guided coaching conversation for all staff*

Request a session:  
enquiries@leadership.hscni.net

@HSC\_LeadershipC  
#20minCare&SupportSpace

As part of the Leadership Centres compassionate self-care, staff took part in an 8 week strength based yoga programme. This was known as 'Broga'. Staff funded this initiative themselves and it was so successful, the sessions have continued throughout the year.

## **5.2 Communication**

Members of BSO staff are made aware of quality improvement initiatives being undertaken by a variety of means. These include the monthly staff magazine, "*Business Matters*", regular staff meetings, team briefings, professional supervision meetings.

During 2019-20, the BSO significantly raised its social media presence through various channels, including, Facebook, Twitter and LinkedIn.

- Supporting the development of a Corporate Communications Strategy.
- Delivery of the Corporate Communications Strategy through the actions set out in the Communications Plan and reporting of same to the Communications Strategy Group.
- Development and management of all associated policy documents governing communications and engagement activity.

## **5.4 Awards**

The HSC Leadership Centre won a prestigious award at the recent CIPD NI Awards held in the Titanic building in May 2019. The Centre was awarded Best Talent Management Initiative in partnership with HSCNI Podiatry Services. The Leadership Centre worked with Heads of Service to design and deliver a succession planning programme that would help futureproof Podiatry services across the Region.

On presenting the Best talent management initiative award the judges said that they were impressed by this innovative talent management approach to addressing key workforce planning and organisational issues which had a demonstrable positive impact and set new standards for good practice in its field of practice which had suffered from years of lack of investment.

The Judges believed this a true example of working in collaboration with key internal stakeholders and customers, to achieve success with the business need always at the forefront of any decisions taken.”



**L to R: Will Young, Pete Burbidge, Joanne McGinnis, Conal Carty. Jennifer Keane. David Cairnduff**



**HSCNI Podiatry Services Winners**

In May 2019 the Leadership Centre won at the Ulster University Excellence Awards for ‘Public Sector Placement Partnership of the Year 2019’

The UU Public Sector Placement Partnership Award is awarded to an organisation that has worked in collaboration with Ulster University to provide an outstanding placement experience. The HSC Leadership Centre won this year against stiff competition and were commended for the quality of experience provided to the student on placement as well as the infrastructure in terms of induction, supervision and development. The award was presented at a black tie event held in St Anne’s Cathedral in May.



**L to R: Will Young, Shiona Reid (HR Placement Student), Diane Taylor, David Cairnduff**

The Procurement and Logistics Services' pharmacy procurement team were national finalists in the Chartered Institute of Procurement and Supply "Supply Management" Awards. The team also won their category in the Northern Ireland GO Excellence In Public Procurement Awards 2020 held in March and will be finalists in the GO National Awards to be held later in the year.



Linda O'Hare (Head of Goods and Services), Peter Wilson (Assistant Director of PaLS), with other employees of PaLS and representatives from the Award Body

## 5.5 Training & engagement opportunities

### Directorate of Legal Services

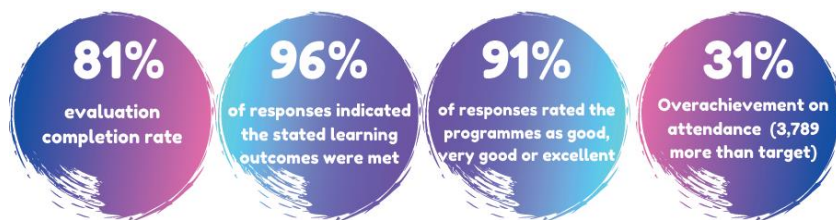
On the 21st May 2019, the Directorate of Legal Services hosted a lunchtime training event for Solicitors and HSC clients. DLS provide specialist advice, representation and training to their HSC clients in relation to a wide range of complex legal issues, including inquests. Over 50 delegates were in attendance to hear the Coroner Mr McGurgan discuss his role, inquest procedure and field questions and comments from the audience. He was accompanied by his medical advisor and Solicitor. Delegates learned that of the 15,000 deaths per year in Northern Ireland, approximately 150 of those result in inquests being held. The Coroner helpfully gave some feedback in relation to recent inquests and insights into relevant legal issues. Assistant Chief Legal Adviser, Mark Harvey commented; 'we are grateful to the Coroner for attending the event and being so generous with his time. The feedback from delegates has been overwhelmingly positive. It provided an invaluable opportunity for Trust staff and DLS Solicitors to meet up in an informal setting and further strengthen our relationship with our valued HSC clients.'



**L-R Mark Harvey (Assistant Chief Legal Adviser) Mr Patrick McGurgan (Coroner), Maria Dougan (Solicitor to the Coroner) Alphy Maginess (Chief Legal Adviser)**

### Clinical Education Centre

The Clinical Education Centre (CEC) was commissioned by DoH to develop and deliver required training packages to support the implementation of the deprivation of liberty aspects of the Mental Capacity Act (Northern Ireland) 2016. Staff were seconded out of the five Trusts to assist the CEC in arranging and delivering four levels of training. Nearly 16,000 participants attended this training between September and December 2019. Below are some statistics in relation to this work:



### Clinical Education Breakfast Seminars

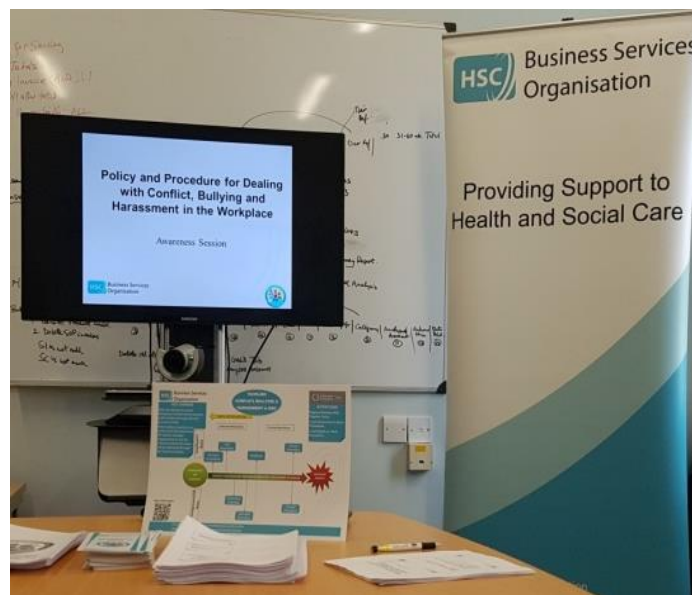
CEC in collaboration with the Florence Nightingale Foundation NI have delivered two Breakfast Seminars. The first was Compassionate Leadership in a Challenging Workplace held on 6 June 2019 delivered by Judith Gillespie CBE. The second seminar on Compassionate Self-Care was delivered by Peter McBride on 9 October.

## Human Resources

### **Conflict , Bullying and Harassment Training**

In September 2019, the HR team launched the new Conflict, Bullying and Harassment Policy. Part of this launch included the delivery of short, interactive session to over 500 BSO employees. The sessions were well received by the participants. Some of the feedback from participants included:

- **Brilliantly delivered session by BSO HR, the facilitators brought this policy to life!**
- **I wanted to let [the HR team] know that I found both sessions really useful and worth the time invested in them.**
- **The sessions I attended were fantastic – thank you so much for provided such engaging and education sessions.**



Throughout 2019/20, the HR Team attended a number of internal Lunchtime Learning sessions. These sessions focused on topics relating to HR and would help improve how HR staff handle queries. They were delivered by both internal and external experts and some of the topics included;

- Disability Discrimination Act (Delivered by DLS Colleagues)
- Gender Identity (Delivered by Focus Identity Trust)
- TUPE and Fixed Term Employees (Delivered by DLS Colleagues)

- CIPD Membership (Delivered by CIPD)
- Workforce Planning (Delivered by HSC Leadership Centre Colleagues)

### **Attendance Management Workshop**

In November 2019, the HR team conducted a number of engagement workshops with managers focusing on how BSO manages sickness absence in the organisation. During the workshops, managers identified the main challenges they face when managing absence. This information is vi-tal as we seek to improve the process in BSO. The HR team analysed the information gathered and drew up an action plan and communicated this to managers. A short survey was also issued to managers who attended “Attendance Management Training” for their feedback to inform the action plan.





## Launch of 25 Years' Service Recognition

The Business Services Organisation (BSO) recognises the vital contribution that staff plays in delivering the Organisation's objectives. In recent months the Human Resources Team have undertaken to review the current employee Reward & Recognition arrangements with a view to considering and introducing new initiatives within the organisation to support a culture of appreciation which acknowledges the contribution and hard work of all our staff within the BSO.

As such, it has been agreed by the BSO Board that the BSO would award its staff an additional week's leave on completion of 25 years' NHS/HSC service. It has therefore been agreed that staff who have reached 25 years' service, will receive a one – off award of an additional week's leave. Please see the link below to the 25 Years' Service Award Information Pack which sets out the details for both employees and line managers for how and when they can apply for the additional leave.

It was recognised that some managers may have a significant number of staff based within their teams who have accrued the required 25 years' service and are entitled to complete an application for the additional weeks leave. It has therefore been agreed that a transition arrangement to enable managers to operationally manage the larger number of staff receiving this additional leave will be put in place. All staff with over 25 years' service at the 01 September 2019 can take the additional leave over a three year period i.e. before March 2022. Whilst it will be the responsibility for employees to submit an application to their line manager for approval on accrual of 25 years' service the HR Team will be issuing a report prior to the date of implementation of the new arrangements to operational Managers notifying them of staff who have accrued 25 years' service. As per the information pack this leave will be recorded off line via the application forms, there is no requirement to record this leave on HRPTS



## 6.0 Measuring the Improvement

*The Quality 2020 aim: **We will improve outcome measurement and report on progress for safety effectiveness and the patient/client experience. We will promote the use of accredited improvement techniques and ensure that there is sufficient capacity and capability with the HSC to use them effectively.***

It is acknowledged that whilst the processes of gathering information and examining data are important, it is vital that lessons from the information are learned. Information from complaints, for example, is an invaluable source of learning and it is critical that learning is shared and put into practice quickly and effectively.

For the service user, no matter which specific aspect of health and social care they are using, the outcome is the most important thing. It is therefore important that the most effective methods of service delivery are used and improvement techniques are applied.

### 6.1 Collection and Analysis of Data

As described in paragraph 2.1, the BSO Board maintains a focus on quality by discussing performance information, including key quality indicators, on a regular basis. This information is presented through:

- the monthly Corporate Balanced Scorecard,
- the quarterly report on Performance against Annual Business Plan,
- the quarterly Human Resources and Corporate Services Report,
- the monthly Finance Report,
- the annual Service Offering to customers;
- updates on Benchmarking against other organisations,
- compliance with Audit Reports and Controls Assurance Standards,
- updates on Quality Awards and Accreditations and
- outcomes of the annual Customer Satisfaction Survey with associated improvement action plans.

In addition, the BSO Board and Governance and Audit Committee reviews the Corporate Risk and Assurance Register on a regular basis. The Board does this with a view to assessing prospectively risks to quality of services and ensuring that appropriate controls and assurances are in place. Non-executive members of the

BSO Board also undertake a series of visits to various service areas within the organisation as a means of assuring quality.

Further operational examples from BSO Directorates include:

- Comprehensive quantitative and qualitative evaluation systems from course participants in the HSC Leadership and Clinical Education Centres and inform changes to products. Impact evaluation processes are included in HSC Leadership Centre proposals for consultancy initiatives.
- HSC Clinical Education Centre (CEC) has an annual Quality Assurance report into a sample of its programmes carried out by NIPEC.
- IT Services use service toolsets, customer feedback and project monitoring tools such as Project Vision.
- Equality team uses qualitative data collection through roundtable discussions or one-to-one engagement with customers and quantitative data collection through surveys
- HSC Pensions Service provides quarterly governance reports to DoH and has rolled our Employee Access to on-line Pensions information
- PaLS have a performance dashboard and analyse data from all available systems, audits and performance against Key Performance Indicators (KPIs). Outputs are addressed by operational groups throughout PaLS
- Directorate of Legal Services (DLS) provides monthly reports to each client setting out the time recording against each case/referral in each area of law.
- Customer Care and Performance provide Service Level Agreement monthly performance reports to customers on metrics from across all services provided by BSO
- Office for Research Ethics (ORECNI) continues to achieve 100% of the UK national Key Performance Indicators (KPIs) relating to research ethics review.
- The data analytics team based within the Counter Fraud and Probity Service provides valuable support to all areas of this service, as well as to customers through various projects. Increased recoveries during the year were made by the Patient Exemptions Team
- Shared Services Business Services Team has facilitated the monitoring of shared services performance by consolidating and developing Business

Intelligence reporting. The Team has also successfully designed and implemented a Supplier Master Data Management Process Automation.

BSO is a source of much valuable information, produced as a result of the payments and other services it provides to support GPs, Pharmacists, Dentists and Community Ophthalmic Practitioners. In recognition of this, BSO is a legally specified producer of Official Statistics, along with all NI government departments and a range of other public bodies that have been similarly specified. This places a requirement on the BSO to release statistical information in full compliance with the Code of Practice for Statistics. To help meet our obligations and ensure that BSO statistics are trusted and of high quality, the Information Unit in Family Practitioner Services (FPS) recently published a new statistical compendium. This covers each of the FPS service areas presenting high level results supported by relevant charts, infographics and commentary. The report itself is underpinned by a comprehensive set of tables providing a more in-depth breakdown of each service area, the most important of which are updated on a quarterly basis. The new Official Statistics series can be found at [www.hscbusiness.hscni.net/services/1802.htm](http://www.hscbusiness.hscni.net/services/1802.htm)

## **6.2 Continuous Professional Development and Training**

As part of our commitment to investing in our people, the BSO undertakes significant training and development activity for staff to support quality excellence. This includes the attainment of professional qualifications.

In addition to the majority of BSO IT technical staff having a relevant computing degree, many also have ITIL, PRINCE 2 and other technical specialist accreditations. Our ITS staff are actively encouraged as part of their training and development plans to undertake ITIL training. ITIL is the most widely accepted approach to best practice service management.

Around 33% of staff members in PaLS are professionally qualified with a Diploma in Procurement and Supply from the Chartered Institute of Purchasing and Supply. Specialist training in ISO has been provided to the designated PaLS officer with quality responsibilities and this is refreshed at regular intervals. This officer in turn provides training in relation to ISO auditing. Specialist training in EFQM assessment

was provided to senior PaLS officers to support gaining the Mark of Excellence and update training is provided as required.

Members of Internal Audit staff are actively encouraged to gain accreditation through an accountancy body or as a certified internal auditor.

Similarly, members of our Finance staff are encouraged to gain accreditation through an accountancy body.

Our Counter Fraud investigators are encouraged to work towards a qualification as an accredited counter fraud specialist and technicians through the Counter Fraud Professional Accreditation Board.

All solicitors within the Directorate of Legal Services have access to Continuous Professional Development (CPD) and conferences on legal topics. Additionally, Solicitors provide training on a variety of legal topics to clients; e.g. to clinicians, social workers, managers etc.

All members of nursing and midwifery staff within the HSC Clinical Education Centre (the Centre) are registered with the Nursing and Midwifery Council (NMC) and come from all fields of practice and a range of specialisms. In addition, the Centre's nursing and midwifery teaching staff are required to hold or are supported to obtain a NMC approved PGCE teaching qualification sourced through a local university, ensuring that the delivery of education is provided by educational, as well as clinical experts. As registrants and teachers, they are supported and enabled to maintain and enhance their knowledge and skills through Continuous Professional Development (CPD), clinical updating, professional supervision, attendance at conferences and professional forums. In planning, preparing and delivering programmes, these members of staff critically review evidence and innovations in practice.

The vast majority of Allied Health Professional (AHP) education and training programmes are delivered by experienced and highly skilled external tutors, sourced regionally, nationally and internationally. The Senior Education Manager (AHP) and AHP Training Co-Ordinator, as HCPC registrants, are supported to access a variety of opportunities in CPD and to engage with and contribute to the wider professional agenda.

The HSC Clinical Education Centre has also developed strong inter-agency working with our partners in HSC Trusts. This ensures that the educational programmes and products delivered by the Centre's Nursing and Midwifery and AHP Units not only

meet the needs of local workforces, but also provides opportunities for teaching staff to participate in appropriate, high quality and relevant clinical updating on a yearly basis. This helps to ensure that clinical competence is a core component of professional development and appraisal processes.

Training for BSO staff is primarily identified through the staff appraisal. All members of BSO staff are encouraged to participate in relevant training programmes provided either in-house or by the HSC Leadership Centre. In turn, members of HSC Leadership Centre staff have been trained in LEAN/Six Sigma, Foundation in Improvement Science in Healthcare and in the Institute for Health Improvement (IHI) model for improvement.

As part of Quality 2020, the Department of Health, in conjunction with Trust representatives, commissioned the HSC Leadership Centre to develop and host a regional eLearning programme to provide staff with a greater understanding of Level 1 of the Attributes Framework: Supporting Leadership for Quality Improvement and Safety. The programme is available to all HSC staff on the HSC Learning Centre (<http://www.hsclearning.com>).

Members of staff working in the Accounts Receivable Shared Services Centre are encouraged to study for the Chartered Institute of Credit Management (CICM) qualification.

### 6.3 Routes to Cancer Diagnosis

The HSC Business Services Organisation (BSO) in partnership with the Centre for Public Health in Queen's University of Belfast, and supported by the Northern Ireland Cancer Registry submitted a successful project proposal looking at the routes to cancer diagnosis in Northern Ireland. The report was published on 15<sup>th</sup> January 2020, presented an analysis of the diagnostic routes for NI patients across the main cancer sites broken down by a range of factors including gender, age, deprivation, HSC Trust, stage of disease and net survival. Comparisons with England were also provided.

In February 2018, Family Practitioner Services (FPS) Information Unit received grant funding from a charity called the Health Foundation to carry out a joint project with the Centre for Public Health in Queen's University Belfast.

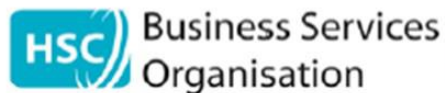
This project aimed to quantify, for the first time, the different diagnostic pathways by which cancer patients in Northern Ireland receive their diagnosis, from screening at one end of the spectrum to an emergency admission at the other. This is important, as it can significantly impact on patient outcomes with 3 year survival being 97% for the screening route, across all cancers. This reduces to 21% for emergency admission. Of course, there are other pathways in between, including GP managed routes, and outcomes will vary by cancer type.

The project has involved linking data from the Northern Ireland Cancer Registry with screening information, hospital inpatient and outpatient information and data from the cancer patient path-way system. All of this took place within BSO's Honest Broker Service (HBS). The HBS allows access to linked and de-identified healthcare data within a safe setting environment within the FPS Information Unit offices in Franklin Street. The HBS has facilitated a wide range of research since its introduction in 2014 and is an example of best practice in supporting research, while also protecting patient confidentiality.

This new source of evidence will help to inform the Cancer Strategy being developed by the Department of Health and it is hoped that if the work continues in the form of

annual updates, it can be used to assess the effectiveness of changes to cancer policy and services in future years.

The report "Pathways to a cancer diagnosis: monitoring variation in the patient journey across Northern Ireland 2012-2016" published on the HSC Business Services Organisation website is also supported by an interactive tool which provides for a graphical presentation of many of the available breakdowns and can be downloaded to a User's desktop.



## Pathways to a Cancer Diagnosis:

*Monitoring variation in the patient journey across  
Northern Ireland*

**2012 to 2016**





## 6.4 NIECR Diabetes Pathway Achievements



### UK HTN Award Winner!

Business Services Organisation in partnership with the South Eastern Health and Care Trust and Orion Health, was awarded the 'Best Connecting Healthcare Project of the Year' award at the Health Tech awards ceremony on 3rd October 2019. The award was presented for successfully implementing an integrated electronic diabetes pathway for paediatric and adults providing a single record for patients throughout their lifetime.

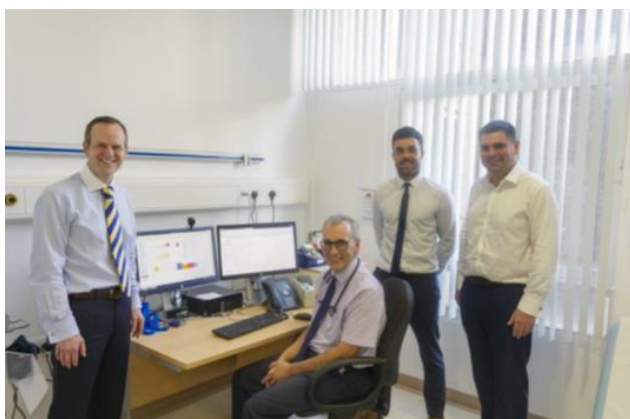
This award was presented in recognition of service wide collaboration and dedication of all acute and community professionals (medical, nursing, podiatry & dietetics) recording patient progress in a single record, irrespective of location or treatment provided.

The awards celebrated and showcased exceptional projects, teams, and technology across health and care that are making a real difference!



### Runner up in two categories

The Pathway received further recognition at the HSJ awards on 6th November 2019 where it was shortlisted for both the 'Driving efficiency through technology' and 'Connecting Services and Information' awards



L to R: Stephen Beattie, Dr Roy Harper, Phil Rodgers, John Faith (Orion Health)

### 6.5 Honest Broker Research Facility

On 9<sup>th</sup> May 2019, a new research facility was officially opened by Professor Ian Young, Director of HSC Research and Development Division. It is based in BSO's Information Unit in Franklin Street, and will allow more researchers than ever before to be hosted by the existing Honest Broker Service. This is as a result of the increasing demand for access to anonymised health and social care data. Such research will inform public policy and service improvement, and represents a significant and vital use of already available information to make a positive contribution to the health and well-being of all.

The Honest Broker Service was launched in July 2014, and its purpose is twofold. Firstly, it can provide access to researchers, via the secure research facility, to anonymised patient level data. The service provides the potential to link several datasets together – be it primary care, secondary care, or indeed data from outside of HSC – in order to make things as easy as possible for the research community. Secondly the service can provide anonymous patient level data directly to staff who work in the Department of Health or in HSC. This will allow staff to carry out service evaluations or clinical audits from their own work PC.

However, the service has been a victim of its own success and increasing demand in recent times had placed considerable pressure on the existing research facility. But, new funding made available through the e-Health Dementia Research Programme has allowed for the provision of an expanded 'safe haven' incorporating additional workstations and upgrades in both hardware and software. This will be invaluable for researchers as the analytical capability of the facility has been greatly enhanced.

A number of guest speakers were present at the launch of the new facility. This included Ms Julie Erskine, Chair of BSO, Professor Ian Young, Director of HSC Research and Development Division, and Dr Brendan O'Brien, Chair of Honest Broker Governance Board. All welcomed the positive benefits the new facility will have on the research that the Honest Broker Service supports. Professor Young commented that "*This new facility puts us at the forefront of health research and is much needed.*"



**L to R: Dr Brendan O'Brien, Ms Julie Erskine, Prof Ian Young**



**L to R: Dr Nicola Armstrong, Ms Soo Hun, Mr Eddie Ritson, Mrs Naomi Mill, Mr Neil Marsden, Dr Bredan O'Brien**

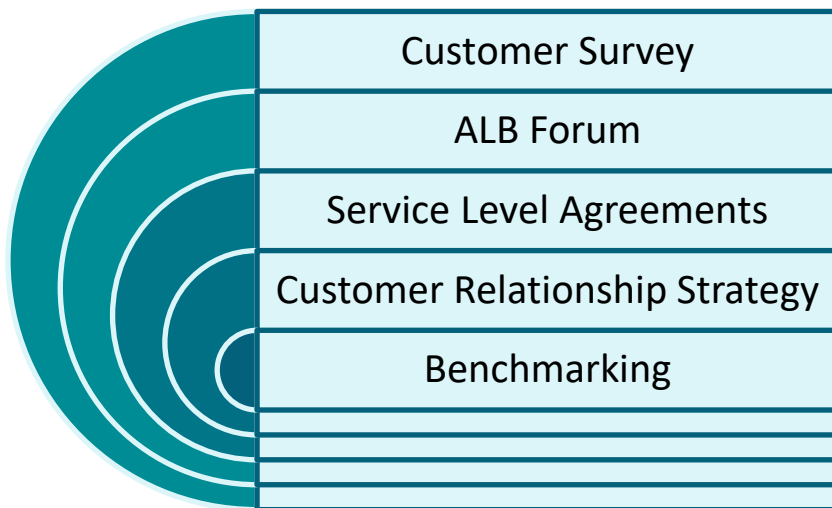
## 7.0 Raising the Standards

*The Quality 2020 aim: **We will establish a framework of clear evidence-based standards and best practice guidance. We will establish dynamic partnerships between service users, commissioners and providers to develop, monitor and review.***

The Quality 2020 Strategy has emphasised the importance of the voice of the service user. Their contribution to policy and procedures is essential to build a service user based healthcare system.

### 7.1 Involving Service Users in Quality Improvement

The BSO is a customer-driven organisation and earns its income from the provision of services which are paid for by other HSC bodies. These include the six HSC Trusts, the HSC Board, the Public Health Agency and other regional agencies within the HSC community, as well as the DoH. Services are provided to each customer within the quality standards and pricing set out within their contract or Service Level Agreement (SLA) with the BSO.



We have built quality into the management of our customer relationships – which are vital to the success of the BSO

*BSO customer quality model*

The BSO is not required by statute to establish governance arrangements to involve and consult with service users as our customers are, in the main, other HSC organisations. However, we recognise that effective involvement is a key component in the delivery of a high quality service. The BSO Customer Relationship Strategy 2017-21 seeks to place our customers at the heart of everything we do.

As part of the Customer Relationship Strategy, we have established Customer Forums in each of our areas of service and carry out corporate Customer Satisfaction Surveys. Customer Satisfaction Surveys have been carried out each year since the establishment of BSO and continues to drive what we do and how we do it. Customer Surveys are carried out on a two year rolling basis and supplemented with other customer satisfaction measurement techniques such as focus groups and ad hoc surveys. A new two-year cycle of corporate surveys commenced in April 2019 and is due to be completed in early 2021.

During the year, the **BSO Equality and Human Rights Service** made a number of key achievements including:



- Continued participation in the Disability Work Placement scheme. The Disability Work Placement scheme is facilitated by the Equality Unit and the Health and Social Care Board jointly for the eleven regional HSC organisations. The Scheme is currently in its sixth year, and to date, over 90 placements have been offered to people with a range of disabilities. During 2019-20, 80% of those who commenced the scheme completed it, and 71% of those who completed the scheme are now in paid employment as a direct consequence of their participation on this scheme.
- We worked collaboratively with a number of voluntary and government organisations (e.g. Department of Communities) to learn more about employment support programmes for people with disabilities, such as Access to Work. An Access to Work article has been developed for staff and managers, distributed to our customers and published on the Tapestry website.
- Engagement with Carers NI to learn more about good practice in supporting staff that provide care for family members. An article was published on the Tapestry website for HSC staff highlighting different workplace policies that are available for carers, as well as signposting to other organisations offering help and support.

Two Disability Awareness days focusing on fibromyalgia and mental health were held in October 2019 and February 2020 respectively. The aim of the awareness days was to raise the profile of these conditions amongst staff. This was achieved by focusing on the experiences of those living with these conditions and how staff members can provide support to affected colleagues.

The aim of the **HSC Regional Interpreting Service** based within BSO is to improve access to Health and Social Care for patients who do not speak English proficiently, through the provision of trained interpreters. The provision of an interpreter:

- eliminates language and cultural barriers
- reduces the risk of misdiagnosis, misunderstanding and non-consent
- raises awareness in relation to religious/cultural needs and different health belief systems
- enables patients to make choices
- increases patient satisfaction and reduces repeat visits
- complies with legislative requirements.

The Regional Interpreting Services (RIS) reached 1 million requests on 6<sup>th</sup> June 2019. During 2019-20, 132, 434 requests were processed.

The **Small Business Research Initiative (SBRI)** reached its fifth anniversary in the HSC during 2019-20. It certainly was the most successful year to date with the programme more than doubling in size and seeing new investment in a broader more dynamic range of health innovation projects. Technologies included improving care for patients with persistent pain and also for young people with serious mental health issues to be cared for more rapidly. Other initiatives included were for the rehabilitation of patients' speech and physical health post stroke and medicines to be managed more safely by care workers for the benefit of patients in their own home.

## **7.2 Improvements to the training of Allied Health Professionals**

### AHP Clinical Forum

An Allied Health Professions Regional Clinical forum was established to provide an opportunity to discuss future AHP education and training requirements reflective of strategic direction and professional priorities and to reflect on existing AHP education and training facilitated by the Clinical Education Centre (CEC). The inaugural meeting with key AHP stakeholders took place on 27 January 2020 and it is proposed that the group will convene 3 times per year.

### **7.3 Approval of Clinical Trials of Medicinal Products – Combined Ways of Working Pilot**

The HSC RECs and the staff at ORECNI have continued to be involved in a UK wide service improvement initiative to prepare for the revised EU Clinical Trials Regulation. The novel aspect of this project was to work with other stakeholders in the regulatory process such as NHS/HSC Research and Development management, and the Medicine and Healthcare Products Regulatory Agency (MHRA) to reduce duplication, contradictions and confusion for our shared customers and the research applicants. It is expected that this will make Northern Ireland and the rest of the UK a good place to continue to do research after EU Exit.

Being active participants in this national project has ensured that both staff and committee members at the ORECNI are prepared for changes to the ethical review processes. The ORECNI service has been able to directly contribute to new working instructions and to participate in UK led project meetings, involving other UK REC staff. Customer feedback has advised that the new process is good and efficient in terms of getting decisions from the regulatory authority, MHRA and the REC at same time.

### **7.4 Adults lacking Capacity – involvement in research in Northern Ireland**

The Head of the ORECNI, Dr Siobhan McGrath has modified interim guidance to comply with the commencement of the Mental Capacity Act (NI) 2016 on 1st October 2019 for the purpose of research. That meant that any research involving people over 16 who lack capacity to consent to the research and where the research meets the criteria under the Act had to be compliant with this Act in Northern Ireland. This is a positive step for research. Guidance and training was produced and involved working closely with Policy Leads in DoH, the PHA R & D Division and the BSO Department of Legal Services. Training was delivered on the subject to the HSC REC members, HSC Research and Development managers and PHA Research and Development Programme Managers on 5th February 2020. Work will be ongoing into the new financial year to modify existing UK wide process instructions and guidance for review of research involving Adults Lacking Capacity, where research participants from Northern Ireland are involved in research studies.



## 7.5 Review of Service Level Agreements

In December 2019, the BSO commenced a quality improvement project through the review of its Service Level Agreements with customers. SLAs are a key component in the business relationship between the BSO and customers. They record the services provided and form the basis for the relationship between the BSO as a service provider and each of our 17 customer organisations. SLAs typically include standards, duration and timescales for the services we provide. They also outline the key priorities and responsibilities, dispute resolution, payment details and review and monitoring arrangements.

The Customer Care and Performance Team within BSO led this review process and ensured that BSO's customers were engaged throughout, facilitating conversations to challenge and modify the business arrangement to meet customer needs. The review has included an evaluation of how the BSO reports on Key Performance Indicators within each service area, a service that customers see as vital to the business relationship. This evaluation has resulted in a new customer report to provide quality information to meet customer needs and demonstrate performance achievement.

The SLA review has led to significant changes in the approach to customer engagement, governance arrangements and performance improvement.



## 8.0 Integrating the Care

*The Quality 2020 aim: We will develop integrated pathways of care for individuals. We will make better use of multi-disciplinary team working and shared opportunities for learning and development in the HSC and with external providers.*

In order to provide the best possible service, it is essential that training provided is of the highest standard. To help ensure this, the HSC must look to providers of excellence in terms of training and practices. This must be done cost effectively and with outcomes for the service user in mind.

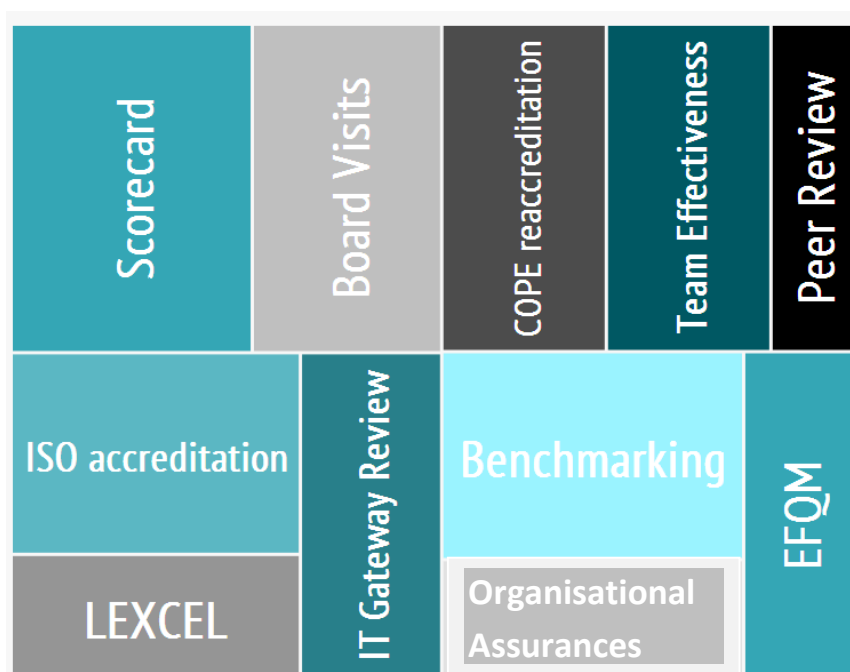
Reaching outside of the HSC to avail of expertise and experience is an excellent way to measure performance and to use other outlooks on training and management to achieve the best results for the service user.

### 8.1 External Assessment of BSO Business Processes

The BSO seeks to use modern business processes and information technology to lower operational costs and improve quality. The aim is to allow other HSC bodies to concentrate their efforts on their core objectives to improve the health and well-being of the population by relieving them of the day to day responsibility to manage support functions.

Our processes are continually assessed both internally and externally to ensure their optimisation and some of the accreditations and initiatives undertaken by BSO are summarised overleaf.

The corporate approach of the organisation to Benchmarking is outlined at paragraph 8.2.



*BSO Process Quality model*

The following provides a flavour of some of the quality initiatives and accreditations held or undertaken by BSO during 2019-20. It is not by any means intended to be an exhaustive list.



### 8.1.1 Investors in People

The Business Services Organisation continues to be corporately re-accredited against the Investors in People international quality standard. This framework delivers organisational improvement through people. It centres on the development of people to achieve continuous improvement for BSO and the people we serve. By investing in our staff, we are investing in the improvement of health and social care. Assessment for re-accreditation is scheduled for 2020-21.

### 8.1.1 Centre of Procurement Expertise

In Northern Ireland public procurement is governed by the Northern Ireland Public Procurement Policy. This policy established the concept of Centres of Procurement Expertise (CoPE) and directed central government departments and their arms-length bodies that procurement should be conducted through a recognised Centre of Procurement Expertise. BSO Procurement and Logistics Service is the accredited CoPE for goods and services for health.

### 8.1.3 ITS ISO 20000- 1:2011 accreditation

Quality and performance are key considerations for the BSO IT Service. ITS has been an 'ISO 9001:2008 TickIT' quality accredited service since its creation in 2009, undergoing biennial independent external audits. In 2014-15 ITS was successful in achieving the ISO 20000- 1:2011 standard. The ISO 20000 standard is an externally accredited industry standard which is based on the Information Technology Infrastructure Library (ITIL) best practice guidelines for the provision of IT Services. ITS achieved the successful reaccreditation audit for ISO20000 in February 2020. Future plans are to increase the scope of the ISO20000 internal audit process across all 32 teams within ITS. Consideration of how this will integrate with the move towards ISO27001 is underway.

These standards and guidelines give BSO a template to support our aim of providing the highest quality IT service to our HSC customers.



### 8.1.4 Lexcel

The Directorate of Legal Services continues to be accredited to the ISO and LEXCEL Quality awards following external assessment during 2019-20.



### 8.1.5 Internal Audit

Our Internal Audit Service is accredited to the ISO 9001: 2008 quality standard. It is also an approved Association of Chartered Certified Accountants (ACCA) Gold Status Employer Training and Professional Development Service. The ACCA accreditation acknowledges the Unit's high standards of staff training and development. BSO Internal Audit Unit has both the 'trainee development' stream for trainees taking the ACCA qualification and the 'professional development' stream. The 'trainee development' stream recognises the Unit's existing in-house training and simplifies trainees' membership application process.



The 'professional development' stream recognises the Unit as an employer who provides learning opportunities for ACCA members to support their continuing professional development (CPD). During the past year, Internal Audit successfully underwent an external quality assessment performed by the Institute of Internal Auditors.

### 8.1.6 Accounts Receivable Shared Services

The Accounts Receivable Shared Services Centre successfully obtained reaccreditation of the prestigious Institute of Credit Management (CICM) Quality Assessment in early 2019.

The Chartered Institute of Credit Management is the largest recognised professional body in the world for the credit management community. The CICMQ accreditation is a formal and professional recognition of an organisation's commitment to quality, continuous improvement and best practice in receivables and credit management.

On 3<sup>rd</sup> December 2019, Accounts Receivable Shared Services were presented with CICM Centre of Excellence Status (Chartered Institute of Credit Management). This recognition demonstrates to stakeholders that this service has achieved and maintained exceptionally high standards in performance over a 4 year quality assessment period.



### 8.1.7 PaLS ISO 9001

PaLS continues to be accredited with the ISO9001 Quality Management Standard.



### 8.2 BSO Benchmarking

A corporate approach to monitoring and review quality of performance and value for money in BSO services includes a rolling programme of benchmarking. This includes participation by a number of BSO services in a benchmarking “club” conducted by the Chartered Institute of Public Finance and Accountancy (CIPFA). Results are compared with other participating organisations, which are typically based in Great Britain and predominantly local government.

Each service area in BSO is responsible for completing the relevant questionnaire issued by CIPFA. Customer Care and Performance has a central role in the administration and verification of the questionnaires and analysis of reports which are produced by CIPFA. Following completion of a benchmarking exercise, results

are collated and summarised to report to the BSO Senior Management Team and Board along with defined follow on actions.

In general, the Benchmarking Exercises indicate that services provided by the BSO represent good value for money and it is important that customers continue to be made aware of this. The reports have therefore been shared with customers at various meetings throughout the year.

In areas where there has been no CIPFA Benchmarking Club available, endeavours are made to find alternative arrangements for benchmarking. For example, the Office for Research Ethics Committees (ORECNI) benchmarks against its sister organisations in England, Scotland and Wales. During 2019-20, ORECNI continued to achieve 100% in significant national Key Performance Indicators and be rated the most efficient service of its kind in the UK.

### **8.3 HSC Digital Shared Services**

On 4 March 2019 the Permanent Secretary and HSC Chief Executive wrote to HSC Chief Executives expressing his commitment to move towards a shared services model for IT. A programme of work is underway to develop this approach and determine the best model to support better care to patients. The BSO will continue to contribute to this proposed direction of travel through the Programme Board and any working groups which will be established.

## 9.0 Conclusion

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This seventh Annual Quality Report of the BSO has been produced in accordance with the guidance issued by the Department of Health. The format of the report follows the five strategic Goals of the Quality 2020 Strategy. These Strategic Goals are:

- Transforming the Culture
- Strengthening the Workforce
- Measuring the Improvement
- Raising the Standards
- Integrating the Care.

Working in partnership with our customers, BSO continues to play a key role in the achievement of these goals. This report documents some of the valuable contributions made by BSO to improving health and well-being in our community.